

SELF-ANALYSIS: HOW WELL AM I SCREENING JOB APPLICANTS?

Rate your employee screening efforts by circling the appropriate number beside each of the following statements.

- 1: Disagree strongly
- 2: Disagree somewhat
- 3: Agree somewhat
- 4: Agree strongly
- 5: Agree completely

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|-------------------|---|
| 1 2 3 4 5 | 1. Employment application forms include job- and skill-related questions that help screen applicants. |
| 1 2 3 4 5 | 2. Job advertisements screen applicants by specifying the skills required for the position and other job-related information. |
| 1 2 3 4 5 | 3. I evaluate all completed application forms and resumés in order to screen applicants before selecting whom to interview. |
| 1 2 3 4 5 | 4. I make note of all areas on an application form or resumé that require further explanation (gaps in employment, blank areas, etc.). |
| 1 2 3 4 5 | 5. I screen applicants during the initial contact by discussing wages or salary, and general information about the position to establish mutual interest. |

Total for 1-5: _____

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|--------------|---|
| 20-25 | Excellent. You seem to be screening applicants effectively, ensuring the success of your planning efforts. |
| 15-19 | Commendable. You are following some established standards of employee screening; however, some improvement is needed. |
| 14 and lower | Marginal. You have begun to implement steps toward effective screening, but improvement is needed in several key areas. |

Review this self-analysis, especially those areas in which you rated your efforts with a 3 or lower. Review the preceding section, Screening Job Applicants, to help your operation improve in those areas.

SELF-ANALYSIS: HOW WELL DO I PLAN AND CONDUCT ON-THE-JOB TRAINING?

Rate how effectively you plan and conduct on-the-job training by circling the appropriate number beside each of the following statements.

- 1: Disagree strongly
- 2: Disagree somewhat
- 3: Agree somewhat
- 4: Agree strongly
- 5: Agree completely

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|-------------------|---|
| 1 2 3 4 5 | 1. I write training objectives for each position before training begins. |
| 1 2 3 4 5 | 2. I transfer training objectives onto a training checklist and schedule to help me plan the training session. |
| 1 2 3 4 5 | 3. I share the training checklist and schedule with the trainee so we both know what to expect from the training session. |
| 1 2 3 4 5 | 4. I discuss with trainees why training objectives and tasks are important to their jobs and the operation as a whole. |
| 1 2 3 4 5 | 5. I share with trainees the quality standards against which their performance will be evaluated. |

Total for 1–5: _____

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|-------------------|---|
| 1 2 3 4 5 | 6. I train employees to perform one task at a time. |
| 1 2 3 4 5 | 7. I conduct on-the-job training by 1) telling trainees how the task is performed; 2) showing them how it is done; 3) asking them to repeat steps and procedures back to me; 4) having trainees perform the task. |
| 1 2 3 4 5 | 8. I train employees first in simpler tasks and move on to more complex tasks. |
| 1 2 3 4 5 | 9. I provide continuous feedback—both positive and corrective—during on-the-job training. |
| 1 2 3 4 5 | 10. I train at a pace—not too slow and not too fast—that we both are comfortable with. |

Total for 6–10: _____

Managing Effective On-the-Job Training

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|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 11. I try to adapt my standard training style to each employee's needs and learning style. |
| 1 | 2 | 3 | 4 | 5 | 12. I find out what employees already know before the training begins. |
| 1 | 2 | 3 | 4 | 5 | 13. When new employees are being trained in front of customers, I never leave them alone or without help at a work station. |
| 1 | 2 | 3 | 4 | 5 | 14. I never embarrass trainees by testing or criticizing them in front of customers or co-workers. |
| 1 | 2 | 3 | 4 | 5 | 15. I never allow on-the-job training to interfere with delivering excellent customer service. |

Total for 11–15: _____

Total for 1–15: _____

- | | |
|--------------|---|
| 60–75 | Excellent. You seem to be planning and conducting exceptional on-the-job training. |
| 45–59 | Commendable. You are planning and conducting on-the-job training somewhat effectively; however, some improvement is needed. |
| 44 and lower | Marginal. You have taken some steps toward planning and conducting effective on-the-job training, but improvement is needed in several key areas. |

Review this self-analysis, especially those areas in which you rated your efforts with a 3 or lower. Review the preceding section, *Planning and Conducting the Training*, to help you improve in those areas.

SELF-ANALYSIS: HOW WELL DO I PREPARE FOR NEW EMPLOYEES?

Rate how well you prepare for new employees by circling the appropriate number beside each of the following statements.

- 1: Disagree strongly
 2: Disagree somewhat
 3: Agree somewhat
 4: Agree strongly
 5: Agree completely

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| 1 | 2 | 3 | 4 | 5 | 1. I make every effort to project a positive image of myself and my operation to new employees. |
| 1 | 2 | 3 | 4 | 5 | 2. There is generally a productive attitude among employees and a pleasant work environment. |
| 1 | 2 | 3 | 4 | 5 | 3. Employees and I treat every customer pleasantly and respectfully. |
| 1 | 2 | 3 | 4 | 5 | 4. Employees and I are happy to answer new employees' questions. |
| 1 | 2 | 3 | 4 | 5 | 5. Employees have sufficient equipment, space, and conditions in which to perform their jobs well. |

Total for 1-5: _____

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|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6. I convey a positive, helpful, and professional attitude toward all employees. |
| 1 | 2 | 3 | 4 | 5 | 7. I prepare my employees for the arrival of new employees. |
| 1 | 2 | 3 | 4 | 5 | 8. The equipment, materials, space, and other items that a new employee will need are prepared before his or her arrival. |
| 1 | 2 | 3 | 4 | 5 | 9. There is an appropriate amount of work for new employees to do during their first week. |
| 1 | 2 | 3 | 4 | 5 | 10. I assign a responsible employee to oversee a new employee's orientation. |

Total for 6-10: _____

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|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 11. I establish an effective working relationship with all new employees. |
| 1 | 2 | 3 | 4 | 5 | 12. I show new employees that I believe I have made an excellent decision by hiring them. |
| 1 | 2 | 3 | 4 | 5 | 13. I let employees know from the start the standards of performance I expect, and find out from them what they expect from me and the job. |
| 1 | 2 | 3 | 4 | 5 | 14. I communicate the operation's business and customer service mission to all new employees. |
| 1 | 2 | 3 | 4 | 5 | 15. I avoid overloading new employees with paperwork and written materials. |

Total for 11-15: _____

Orienting New Employees

1	2	3	4	5	16. I avoid overloading new employees with administrative details.
1	2	3	4	5	17. I orient new employees actively, rather than forcing them to "sink or swim" on their own.
1	2	3	4	5	18. I orient transferred and promoted employees in the responsibilities and circumstances of their new positions.
1	2	3	4	5	19. I orient part-time, temporary, and seasonal employees as well as full-time employees.
1	2	3	4	5	20. I am ready for all new employees on their first work day.

Total for 16–20: _____

Total for 1–20: _____

75–100	Excellent. You seem to be providing excellent orientation for all of your new employees.
60–74	Commendable. You are following some established standards of effective orientation; however, some improvement is needed.
59 and lower	Marginal. You have begun to implement steps toward effective orientation, but improvement is needed in several key areas.

Review this self-analysis, especially those areas in which you rated your efforts with a 3 or lower. Review the preceding section, *Preparing for the New Employee*, to help you improve in those areas.

Exercise

1. A cashier arrived for her first day of work at a foodservice operation. She walked back to the manager's office, which she found empty. As she began to walk away from the office, an employee stopped her, saying, "Hey, no one's supposed to be back here." She explained that she was reporting for her first day of work and couldn't find the manager. The employee told her that the manager would be out of town for three days, and to talk to the assistant manager, who would be her supervisor anyway. (The cashier had not been told to whom she would be reporting.)

The woman asked two more employees where she could find the assistant manager, and finally caught up with him. "Oh, good," the assistant manager said, "you're here. We need someone behind the register." The woman, visibly nervous, asked, "You mean you just want me to start . . . right now?" The assistant manager answered, "I thought you said you had worked a cash register before. Come on, we're busy." The woman worked the remainder of her shift, and never returned.

SELF-ANALYSIS: HOW WELL DO I MONITOR EMPLOYEE PERFORMANCE?

Rate how well you continuously monitor employee performance by circling the appropriate number beside each of the following statements.

- 1: Disagree strongly
- 2: Disagree somewhat
- 3: Agree somewhat
- 4: Agree strongly
- 5: Agree completely

1 2 3 4 5

1. I conduct regular, formal performance appraisals with all of my employees.

1 2 3 4 5

2. I use performance appraisals to help motivate and develop employees, plan employees' future with the organization, and compensate and promote employees.

1 2 3 4 5

3. I communicate performance standards to all employees.

1 2 3 4 5

4. I continuously document employee development and performance.

1 2 3 4 5

5. I review all written records concerning development and performance before preparing an employee evaluation.

Total for 1-5: _____

20-25

Excellent. You seem to be providing employees with useful and continuous feedback.

15-19

Commendable. You seem to be taking some steps toward monitoring employee performance; however, some improvement is needed.

14 and lower

Marginal. You have taken some steps toward monitoring performance, but improvement is needed in several key areas.

Review this self-analysis, especially those areas in which you rated your efforts with a 3 or lower. Review the preceding section, Before the Appraisal: Ongoing Monitoring and Feedback, to help you improve in those areas.

SELF-ANALYSIS: DO I TAKE STEPS TO IMPROVE EMPLOYEES' PERFORMANCE BEFORE DECIDING TO TERMINATE?

Rate how well you act to improve employee performance by circling the appropriate number beside each of the following statements.

- 1: Disagree strongly
- 2: Disagree somewhat
- 3: Agree somewhat
- 4: Agree strongly
- 5: Agree completely

1 2 3 4 5

1. I communicate performance standards to all employees.

1 2 3 4 5

2. When employees do not have the knowledge or skills they need to perform in their jobs, they receive training, retraining, or relevant information.

1 2 3 4 5

3. I give all employees continual feedback on the quality of their work and performance.

1 2 3 4 5

4. I communicate clearly to all employees the importance of their jobs to the operation.

1 2 3 4 5

5. I try to fit employees with the position in which they are most likely to succeed.

Total for 1-5: _____

1 2 3 4 5

6. I offer employees benefits and incentives to motivate high performance levels.

1 2 3 4 5

7. I encourage employees whose personal problems affect their job performance to seek professional counseling.

1 2 3 4 5

8. Employees are informed of all of the operation's rules, policies, and consequences of infraction; rules are enforced fairly and consistently.

1 2 3 4 5

9. I use some form of positive approach to disciplining employees so they have a chance to change behaviors and improve performance.

1 2 3 4 5

10. Before taking action regarding employee performance problems, I complete a checklist of previous and intended action.

Total for 6-10: _____

Total for 1-10: _____

35–50	Excellent. You seem to be taking appropriate steps toward solving employee performance problems before deciding to terminate.
20–34	Commendable. You seem to be taking some steps toward solving employee performance problems; however, some improvement is needed.
19 and lower	Marginal. You have taken some steps toward recognizing and addressing employees' performance problems, but improvement is needed in several key areas.

Review this self-analysis, especially those areas in which you rated your efforts with a 3 or lower. Review the preceding section, *Before Terminating: Handling Employee Performance Problems*, to help you improve in those areas.

Exercise

1. Review instances in which you have terminated an employee. Did you investigate causes of the employees' failure to meet performance standards? Did you take steps to help the employees improve? How would you improve or change the way you handled those situations?

2. Review your operation's rules and procedures for handling infractions. Are rules and consequences clearly spelled out and communicated to all employees? How can you improve the way you make and convey rules?
